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MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : The Inspector General's Survey of the CIA Training Program

REFERENCE : DDCI Memo to DD/S, DD/P, DD/I and IG dated 25 March 1960, same subject (ER 61-2258)

The referent memorandum directed action components to submit to the D/DCI progress reports on carrying out approved recommendations of the Inspector General's survey of the CIA Training Program. Action taken by the Deputy Director (Plans) in connection with these recommendations is reported herewith.

RICHARD M. BISSELL, JR.  
Deputy Director  
(Plans)

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Attachment

cc: IG

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on 18 July 1961  
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Recommendation 3: "DTR adopt a three-year tour of duty as standard practice for instructors and schedule replacement at the rate of one-third of the instructor staff annually."

DDCI Action: Approved. Operating components to cooperate closely with OTR to make above rotational planning effective.

DD/P Action: Agreement has been reached between the Office of Training and the Clandestine Services that the standard tour of duty for CS personnel assigned to OTR will be three years. Exception to this procedure will be made only by agreement between the DTR and the DD/P.

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Recommendation 4: "DTR redesignate his Overseas Training Staff to better reflect its expanding function as a clearing house for training doctrine; that the role as a depository and an editorial and coordination staff be negotiated with the Directorates and publicized, including preparation and dissemination of bibliographies under the various security limitations that may apply."

DDCI Action: Approved, with action to DTR in close cooperation with DD/P on defining functions and increasing effectiveness.

DD/P Action: OTR has redesignated the Overseas Training Branch, Operations School, OTR as the Training Assistance Staff, Operations School, OTR. The new designation and a description of functions will be contained in  now being revised.

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Recommendation 6: "DTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means to improved communication with and indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment."

DDCI Action: Approved, with action to DTR in close cooperation with DD/P and DD/I, with due consideration to the ties between the board of overseers and the forthcoming Career Development Board.

DD/P Action: The Career Development Board has held its first meeting which was primarily organizational in nature. The desirability of the Career Development Board acting as the Board of Overseers recommended by the Inspector General will be discussed at the next meeting on 26 June 1961.

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Recommendation 7: "The DD/P establish in his office a position of DD/P Training and Doctrine Officer having responsibility and authority for the formulation and implementation of Clandestine Service training policy and the development of operational doctrine."

DDCI Action: Approved on the understanding that the DD/P has already established such a position. DD/P to consult closely with DTR to explore more fully the relationship between training policy and operational doctrine.

DD/P Action: On 10 January 1961 the position of DD/P Training and Qualifications Review Officer was established. The development of DD/P training policy has been made the responsibility of the DD/P/TRO, however, in our opinion the formulation of operational doctrine is more properly a function of the special staffs to which this responsibility is being assigned. The DD/P/TRO is in regular contact with the DTR for the purpose of interpreting Clandestine Services training requirements and assisting the OTR in acquiring operational material necessary to fulfill those requirements.

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Recommendation 11: The DD/P instruct all supervisors to observe, in requesting language training, the principle that training in regular classes is the normal and most effective method, and that resort to tutorial training shall be had only in exceptional cases and where required by security considerations, unavoidable pressure of time, or other valid reason.

DDCI Action: Approved.

25X1 DD/P Action:  on The Language Development Program contains a statement that use of tutorial instruction in language training will be limited to exceptional cases approved by the appropriate Clandestine Service Career Panel. A statement to this effect was published in the Clandestine Services Edition of the OTR Bulletin (June 1961).

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Recommendation 12: DCI issue instructions that Agency Regulations be amended by adding new provisions (a) directing the Deputy Directors to identify the categories of employees for whom specified degrees of language proficiency are required and to tie these standards of proficiency into promotion practices, and (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station which may be filled only by individuals who possess, to the degree specified the language commonly used in the general area of that station.

DDCI Action: Approved, with the modification that standards of language proficiency will not be tied into promotion practices. DD/S to draft amended Agency Regulation.

Recommendation 13: DCI issue instructions that Agency Regulations be further amended to make language proficiency testing, according to Agency standards, mandatory for all employees who are required to have a language skill.

DDCI Action: Approved. DD/S to draft amended Agency Regulation.

25X1 DD/P Action:  Language Development Program, places upon Clandestine Services Area Division and Staff Chiefs the responsibility for determining their requirements for personnel to fill positions in which a foreign language proficiency is either essential or desirable together with the language fluency required in each case. This study will provide the DD/P with total language requirements, which, when compared with present assets will determine the Clandestine Services training load.

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Recommendation 14: DD/P direct that in all long-range operational planning the implications with respect to possible radical change in requirements as to the nature or extent of language capabilities be carefully considered and that the conclusions reached be regularly and promptly communicated to the DTR.

DDCI Action: Approved.

DD/P Action: In addition to the action reported re Recommendation 12 and 13, a statement of anticipated training requirements, including language training requirements, is now required annually as part of the presentation and review of operational programs. These two mechanisms will provide the means whereby trends in language training requirements may be identified for transmission to OTR.

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Recommendation 15: DD/P to give clearer recognition to the necessity for developing in larger numbers than at the present rate linguistically qualified area specialists.

DDCI Action: Approved.

DD/P Action: As a part of the study to determine language requirements and identify the degree of language competence possessed by present personnel assets, consideration will be given to the development of a corps of specially prepared and linguistically qualified area officers.

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Recommendation 16: The Deputy Directors take such measures as may be necessary to cause all staff employees under their jurisdiction who claim language competence to submit to the Office of Training tests at the earliest practicable moment.

DDCI Action: Approved.

DD/P Action: Each staff and area division chief has been notified of this requirement and has been provided copies of the Language and Area School, OTR, test schedules.

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Recommendation 17: DD/P consider the advisability of placing directly on the division chiefs the responsibility for all scheduling of language training for personnel in the division and for monitoring the timely carrying out of the language training thus scheduled.

DDCI Action: Approved.

25X1 DD/P Action:  places upon each staff and area division chief the responsibility for establishing the language qualifications required for personnel assigned to positions within his purview. The Clandestine Services Panels have the responsibility of reviewing and approving proposed reassignments of personnel together with authority to approve requests for language training. Upon establishment of language competence criteria for each position, the Clandestine Services Panels will be in a position to prescribe language training when necessary. It is believed that this method will prove effective.

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Recommendation 18: The DD/P, as well as the DD/I and DD/S, strongly recommend to their Division Chiefs, Assistant Directors, and other senior officers that they familiarize themselves, through attendance thereat, with the contents of the Introduction to Overseas Effectiveness course.

DDCI Action: Approved.

DD/P Action: The Introduction to Overseas Effectiveness Course is being publicized within the Clandestine Services and its value emphasized.

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Recommendation 24: The DD/P establish minimum standards of training and experience for case officer apprenticeship including general preparatory, basic skills, language and advanced operational training, and that he determine the feasibility by experiment of some form of overseas familiarization as a part of the apprentice period.

DDCI Action: Approved.

25X1 DD/P Action:  entitled "Training Policy, Responsibility and Procedures" is in the process of revision. It is intended that this instruction stipulate minimum standards of training which will hereafter be required for CS employees at various stages in their careers.

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Recommendation 27: The DD/I and the DD/P initiate a test program for the rotation of qualified DD/I professionals to the DD/P to serve as reports officers with part of the tour to be spent overseas; DD/P reports officers in turn to rotate to the DD/I for training and experience in the evaluation and use of intelligence reporting.

DDCI Action: Approved.

DD/P Action: While the I.G. statement implies a lack of compliance with an earlier recommendation, it should be noted that an informal program of similar nature has been in effect since 1958. The rotation of personnel under this program has been modest, however,

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Discussions on this matter have been and will continue to be held by representatives of the DD/I and DD/P.

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Recommendation 33: The DD/P study the extent to which it is feasible to develop a greater capability in technical tradecraft in operations officers, establish minimum standards of technical training as basic to the required preparation of all operations officers and issue policy accordingly for the guidance of the Technical School, TSD.

DDCI Action: Approved.

DD/P Action: As stated in reporting on Recommendation 24, the revision of  will establish minimum standards of training for CS personnel. TSD skills will be included in these specifications and TSD given guidance as to anticipated course and student load.

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